Dräger

2025 COMPANY OF THE YEAR

Driving impact across the customer value chain

RECOGNIZED FOR BEST PRACTICES IN THE GLOBAL RESPIRATORY DEVICES INDUSTRY

FROST & SULLIVAN

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Dräger excels in many of the criteria in the respiratory devices space.

RECOGNITION CRITERIA	
Visionary Innovation & Performance	*Customer Impact*
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

The Strategic Imperative 8: Factors Creating Pressure on Growth



- **Innovative Business Models**: A new revenue model that defines how a company creates and capitalizes economic value, typically impacting its value proposition, product offering, operational strategies, and brand positioning
- **Customer Value Chain Compression**: Customer value chain compression as a result of advanced technologies, internet platforms, and other direct-to-consumer models that enables the reduction of friction and the number of steps in customer journeys
- **Transformative Megatrends**: Global forces that define the future world with their far-reaching impact on business, societies, economies, cultures, and personal lives
- **Disruptive Technologies:** New, disruptive technologies that are displacing the old, and significantly altering the way consumers, industries, or businesses operate
- **Internal Challenges**: The internal organizational behaviors that prevent a company from making required changes

- **Competitive Intensity**: A new wave of competition from start-ups and digital business models that challenge the standing conventions of the past, compelling established industries to re-think their competitive stance
- **Geopolitical Chaos**: Chaos and disorder arising from political discord, natural calamities, pandemics, and social unrest that impact global trade, collaboration, and business security
- **Industry Convergence**: Collaboration between previously disparate industries to deliver on whitespace cross-industry growth opportunities

The Transformation of the Respiratory Devices Industry

The respiratory devices industry is undergoing many transformative changes, with new digital and connected respiratory solutions entering the market. These solutions address key unmet needs for healthcare facilities, which are looking for solutions that reduce healthcare costs, reduce clinician workload, streamline workflows, and improve patient outcomes. Vendors addressing these challenges will gain a competitive advantage in this space.

Critical Care Solutions

Founded in 1889, Dräger is a German-based global company offering medical and critical care solutions, including ventilators, anesthesia machines, patient monitors, neonatal care systems, and workplace infrastructure, such as intensive care unit (ICU) development support. Dräger's key focus lies on enhancing patient outcomes and satisfaction, improving caregiver experience, minimizing costs, and streamlining ICU workflow.

> *"Keeping the customer need in mind, Dräger's designs focus on a range of consumer needs, including scalability, flexibility, low infection rates, low readmission rates, reduced costs, high return on investment for healthcare providers, workplace safety, process improvement, human error reduction, enhanced patient and family experiences, patient comfort, and operational efficiencies. Moreover, with a presence in more than 190 countries, the company is equipped to offer local support."*
>
> ***- Utkarsha Soundankar***
> ***Industry Analyst***

The company is one of the leading providers of ventilators, holding a significant share of the ventilator market. The company's V-Series ventilators offer a wide range of lung recruitment tools and support patients at all levels of acuity. The ventilators are equipped with the company's SmartCare/PS, an automated ventilation weaning modality.

The company's V-Series ventilators are equipped with a low-flow pressure volume (PV) loop, variable pressure support, SmartCare/PS, smart pulmonary view, automatic tube compensation, integrated O_2 therapy, sigh/intermittent positive end-expiratory pressure (PEEP), negative inspiratory force (NIF) measurement, integrated capnography, and proportional pressure support.

In February 2025, Evita V800/V600, Babylog VN800, and Savina 300 obtained the authority to operate (ATO) certification under the Risk Management Framework from the US Department of Defense (DoD), which ensures that the medical devices offer enhanced security, compliance assurance, reliability, interoperability, continuous monitoring, and faster installation.

Improved Clinical Outcomes and Reduced Cost of Care

In response to market needs, Dräger's solutions are tailored to decrease costs, improve clinical outcomes, and reduce clinician workload. The company's Evita V-Series ventilators can potentially reduce costs by $107,2361 per surgical/trauma ICU bed with the early application of airway pressure release ventilation (APRV), which reduces the incidence of acute respiratory distress syndrome (ARDS), especially in high-risk trauma patients[1]. Moreover, by using an integrated device for high-flow O_2 therapy, as opposed to standalone devices, it helps reduce $904 per ICU bed per year in consumable savings, providing additional savings per patient[2].



Source: Dräger

The Evita V-Series have a SmartCare/PS mode, which reduces the risk of complications and ventilator-associated pneumonia (VAP), resulting in cost savings of $40,000 per VAP event[3]. The company's SmartCare/PS technology can reduce mechanical ventilation time, helping hospitals reduce the length of stay and achieve cost savings. This technology can reduce the time spent weaning a patient from mechanical ventilation for patients requiring mechanical ventilation for more than 5 days. This helps hospitals avoid the 1% penalty on their Medicare inpatient reimbursement that is imposed by the Hospital-Acquired Condition Reduction Program (HACRP) on establishments with hospital-acquired condition (HAC) scores in the lowest quartile. The use of SmartCare/PS results in a 33% reduction in mechanical ventilation time and a 20% reduction in weaning time compared to non-automated weaning, and a 20% reduction in the length of stay (LoS) in the ICU compared to non-protocolized weaning[4]. This also reduces the risk of complications and hospital-acquired infections. Dräger ventilators can improve Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores by limiting mechanical ventilation complications. They offer exceptional safety by using alarm algorithms, standard nomenclature, and on-screen messages. The ICUs designed using Dräger's solutions also have a dedicated family space, indicating that the company also keeps in mind the comfort of patients' families. The Babylog VN-Series ventilators use a dual algorithm that controls tidal volume delivery to offer volume-targeted ventilation, which, according to a number of studies,[5] minimizes ventilator-induced lung injury. Moreover, the proximal flow sensor technology will

[1] https://pubmed.ncbi.nlm.nih.gov/24064877/
[2] https://pubmed.ncbi.nlm.nih.gov/24064877/; This figure is derived from actual data.
[3] https://jamanetwork.com/journals/jamainternalmedicine/fullarticle/1733452
[4] https://pubmed.ncbi
[5] https://www.researchgate.net/profile/Colin-Morley-2/publication/320458654_Volume-targeted_versus_pressure-limited_ventilation_in_neonates/links/5a27e6d1aca2727dd883df62/Volume-

detect, measure, and compensate for leakage around cuffless endotracheal tubes to ensure efficient ventilation.



Babylog VN800
Source: Dräger

Support of Different Payment Models

Dräger's technologies support different reimbursement options and revenue generation avenues for healthcare providers. For instance, the V-Series ventilators can help maximize reimbursement and lower the risk of penalties under different alternative payment models and value-based purchasing (VBP) programs. The early application of APRV and SmartCare automated weaning improves the 30-day mortality rate,[6] helping clients leverage VBP programs as it reduces infection rates, which decreases spending per Medicare beneficiary, thereby enabling a higher efficiency score. Earlier weaning and reduced mechanical ventilation via Dräger's ventilators lower complications and reduce LoS, while the integrated device for high-flow O_2 supports consumable savings per patient, helping facilitate bundled payments/episode-based payments. Avoiding HAC and decreasing LoS and minute ventilation (MV) time using Dräger's ventilator assists in managing the cost of care, lowers spending per beneficiary, and increases shared saving potential, driving the success of accountable care organizations (ACOs) and enhancing access to the Shared Savings Program.

Customer-centric Solutions

Cost of care, clinical outcomes, patient experience, and staff satisfaction and engagement are the 4 pillars of Dräger's respiratory care solutions. The company focuses on workplace infrastructure to integrate Dräger's devices into healthcare facilities in a way that optimizes space, productivity, ergonomics, costs, and patient outcomes. For instance, Dräger's ventilators offer an exceptional patient experience by ensuring ambient lighting with day and night screens, alarm volumes to minimize disruption, and rotating displays. The company ensures that the machines are clinician-centric and enable ease of use with intuitive controls. Dräger's ventilators adapt to all patient conditions, send early warning alarms for critical patient status changes, and provide data connectivity to IT systems.

Besides reducing LoS with SmartCare/PS, the company's solutions ease pulmonary complications with neonatal volume ventilation. They also alleviate patient anxiety and offer sedation requirements with Autoflow, Dräger's ventilation mode that adapts inspiratory flow and pressure to deliver the set tidal volume at the lowest possible pressure. Dräger's solutions also reduce the cost of care by offering preventative maintenance, cost-efficient consumable supplies, and support for a range of applications. The versatile design of Dräger's solutions helps streamline the workflow.

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targeted-versus-pressure-limited-ventilation-in-neonates.pdf;
https://www.cochranelibrary.com/cdsr/doi/10.1002/14651858.CD003666.pub4/full;
https://journals.lww.com/jcma/fulltext/2019/10000/volume_targeted_versus_pressure_limited.14.aspx.

[6] https://pubmed.ncbi.nlm.nih.gov/24064877/.

Keeping the customer need in mind, Dräger's designs focus on a range of consumer needs, including scalability, flexibility, low infection rates, low readmission rates, reduced costs, high return on investment for healthcare providers, workplace safety, process improvement, human error reduction, enhanced patient and family experiences, patient comfort, and operational efficiencies. Moreover, with a presence in more than 190 countries, the company is equipped to offer local support.

Solutions Beyond Capital Equipment

Dräger offers accessories and consumables that support clinical workflows with their adherence to hygiene standards, single-use options, and easy turnaround between patients. The company's accessories and consumables offer a low risk of cross-contamination, have ergonomic designs, and keep Dräger equipment running at peak performance. For instance, breathing circuits offered by the company are designed for single-patient use, thereby preventing cross-contamination. Moreover, they do not contain polyvinyl chloride (PVC) or PVC softeners such as di(2-ethylhexyl) phthalate (DEHP) and are latex-free products, minimizing the risk of allergic reactions. The company offers full-service programs, biomedical training seminars, and custom-designed maintenance contracts to enhance ease of use.

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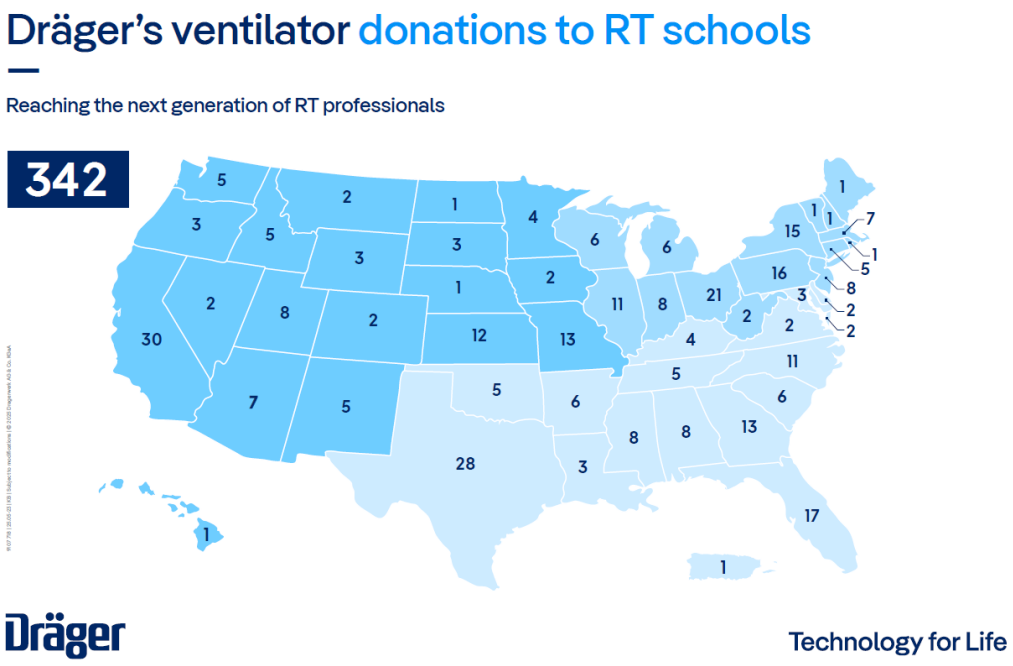
> ***Industry Analyst***

Dräger prioritizes sustainability in manufacturing practices and makes significant energy conservation investments. The company is lowering the CO_2 footprint of its products by developing products that meet eco-design criteria. It has also adopted environmentally friendly and reusable packaging and implements sustainable internal logistics and product transport methods.

In 2024, Draeger Virtuo was introduced at the American Association for Respiratory Care (AARC) Congress, a virtual reality platform that provides healthcare professionals with an immersive environment for training and collaboration in the ICU, OR, and NICU. Dräger believes that clinical confidence starts with education that's as dynamic as the environment clinicians work in. Alongside Dräger Virtuo, the A Breath Ahead platform was revamped and is now known as Dräger Academy delivering over 84,500 hours of CRCE's to respiratory therapists across the United States each year. Dräger Academy also offers exclusive access for Dräger customers to device specific micro-learnings, catering to first time users or those seeing a quick refresher to enhance learning and address knowledge gaps.

Dräger has also collaborated with ICON, a provider of clinical support, education, and ICU data management and monitoring, for the past 27 years to offer customer support for respiratory and neonatal care. Its offerings include a 24/7 clinical hotline and online continuing education.



Source: Dräger

Dräger is committed to enhancing respiratory care through its products as well as community efforts. In 2024, Draeger renewed its corporate partner for the American Association for Respiratory Care to advocate for and spread awareness about respiratory care by engaging with and educating the general public. As of May 2025, Dräger have donated 342 ventilators to respiratory therapy (RT) schools across the US to reach next generation of RT professionals. To further enhance respiratory care, Dräger attends various events such as the AARC Summer Forum in Utah and the 2024 International Congress in Florida. Also in 2024, the company received its 13th Zenith Award for excellence in customer service as well as the Adirondack Award in the New York State Society for Respiratory Care symposia. Through an endowment to the American Respiratory Care Foundation (ARCF), the company has also established a literary award for physicians and respiratory therapists who have published peer-reviewed articles on respiratory care. All this is a testament to the company's enduring excellence and leadership role in the field.

Conclusion

Dräger offers innovative solutions for critical care that focus on improving clinical outcomes and reducing costs. Dräger's ventilators help healthcare facilities reduce the risks of ARDS, VAP, and ventilator-induced lung injury. The company offers technologies that optimize space, productivity, ergonomics, costs, customer experience, and patient outcomes. Beyond providing medical devices, Dräger is also committed to improving training for hospital staff and spreading awareness on respiratory care.

With its strong overall performance, Dräger earns Frost & Sullivan's 2025 Global Company of the Year Recognition in the respiratory devices industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

		VALUE IMPACT	
STEP		WHAT	WHY
1	**Opportunity Universe**	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	**Transformational Model**	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	**Ecosystem**	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	**Growth Generator**	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	**Growth Opportunities**	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	**Frost Radar**	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	**Best Practices**	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	**Companies to Action**	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Megatrend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)

